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12 JUL 1972

MEMORANDUM FOR: Director of Personnel

SUBJECT : Minority Recruitment - The Target Group

1. This memorandum, for information, sums up a few things we have learned about the size, mix and distribution of the target group, and suggests some modifications in our approach to black recruitment in the year ahead.

2. In the first place, we have learned that there are relatively few qualified blacks in the employment market who can meet the Agency's substantive requirements. Up to date statistics are scattered and only partial at best--for example, the Office of Education's National Center for Educational Statistics does not collect data on the race or ethnic origin of college degree recipients--but a few figures are available that give us some measure of the market. For example:

a. The U.S. population (1970 census) stands at around 204 million. Blacks number 22,500,000, or 11%. Of these 1,189,000 (11%) are in the 25-34 age group--our normal employment range--and in this group about 78,500 (6.6%) have four years or more of college.

b. About 80,000 (6.7%) of the 25-34 age group are in professional and technical occupations.

c. In 1970, the latest year for which figures are available, in a total college enrollment of 6,900,000, blacks numbered 470,000, or 6.8%. About one-third of all black students (157,000) were in black colleges, one-third in public two-year colleges, and one-third in predominantly white institutions.

d. Of the 112 traditionally black colleges in the U.S., 73 had sufficiently broad curricula to be included in a study conducted in 1970 by the College Placement Council, Inc.

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These 73 had a total enrollment of 95,296 and conferred 18,831 undergraduate degrees. Major degree fields included:

Education	6,908
Sciences	2,304
Humanities	1,945
Social Sciences	4,267
Engineering	249
Business	1,869
Other	<u>1,289</u>
	18,831

Male graduates	7,516
Female	<u>11,315</u>
	18,831

Of the 73, 21 had graduate schools and conferred a total of 2,649 graduate degrees. Degree fields included:

Education	1,985
Sciences	183
Humanities	51
Social Sciences	153
Architecture	2
Business Admin.	72
Engineering	12
Law	8
Library Science	130
Pharmacy	5
Urban Planning	5
Social Work	<u>43</u>
	2,649

Male graduates	1,242
Female	<u>1,407</u>
	2,649

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Degrees in specific fields of interest to the Agency included, for example:

<u>Major Field</u>	<u>Bachelors' Degree</u>	<u>Graduate Degree</u>
Economics	414	17
Mathematics	788	41
Physics	64	8
Foreign Languages	307	20
Accounting	169	*
Engineering	228	12

(\*not reported; there were 72 advanced degrees in Business Administration.)

e. The 55 largest and academically strongest black schools had 15,257 graduates, an average of 277 per college. They were visited by 9,581 recruiters, an average of 174 per school. More than half of these (5,233) were from business organizations.

The 10 largest and best-known black schools--Fisk, Florida A&M, Hampton Institute, Howard, Morgan State, North Carolina Central, <sup>N.C.A.T.</sup> Southern University, Tennessee State, Tuskegee--had 6,268 graduates, an average of 627. They received 3,894 recruiter visits, an average of 389, of which 66% were from business.

f. In a 1969-70 study entitled A Rating of Graduate Programs, the American Council on Education evaluated U. S. colleges and universities in terms of the quality of their graduate faculty, and the effectiveness of their doctoral programs. Each school which rated well in graduate studies also has a good undergraduate program. Attached at Tab A is a list of the 30 institutions that ranked highest in the most fields in the general areas of Humanities, Social Sciences, Physical Sciences, and Engineering, with the numbers and percentages of black students enrolled in each, both undergraduate and graduate, as of the fall of 1970. In summary, blacks were 3% of the undergraduate enrollment in these prestigious schools, and 3.7% of the graduate and professional school enrollment.

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g. In the fall of 1970 the Office for Civil Rights, HEW, surveyed full time enrollments, both undergraduate and graduate, in 2,350 U.S. schools which receive federal funds. Schools surveyed were those in the 48 contiguous states and the District of Columbia and included 715 graduate schools. Undergraduate enrollment totaled 5,187,407 of which 356,836 (6.9%) were black. 44% of the black undergraduates were in predominantly black schools, distributed as follows: South, 67.9%; Border States and D.C., 13%; North, 19.1%. Black students in graduate and professional schools numbered 22,302 (4.3% of total enrollment), distributed somewhat more evenly over the country. Geographic distribution of all black students showed 44% in the South (11 states); 10.7% in 6 border states and the District of Columbia; and 45.3% in the North and West (31 states).

h. Professionally qualified black graduates are the object of intense recruiting efforts. Our field recruiters have found this to be true in all sections of the country, with most of the competition coming from business organizations and from the colleges themselves. Both individual students and college placement officials reported during the past year that government agencies, including CIA, are at a disadvantage in competing for the better graduates. Starting offers from business employers tend to average higher than ours; employment decisions are made much more rapidly; and the candidate often can obtain a satisfactory position much closer to home than Washington, D.C. Furthermore, a form of reverse discrimination has developed in academic salary offers. The Chronicle of Higher Education in May 1972 reported that new black Ph.D.'s from the University of Chicago are receiving offers up to \$16,000 for their first teaching jobs, and that many universities are paying new black teachers 20% more than they pay whites with equivalent credentials. The competition is particularly keen in scientific fields. A National Science Foundation study in 1971 reported that one half of one percent of Ph.D. candidates in the natural sciences were American blacks.

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3. All of this suggests that we have quite a way to go to reach the truly qualified black professionals. Their numbers are small, particularly in fields of particular interest to the Agency, and their opportunities are many. We made progress last year in expanding contacts with sources and the number of applications increased progressively to a total of 95 for the fiscal year (26 in FY 1971). 37 were put in process but for various reasons, primarily the time required for clearance, only 5 had entered on duty by 30 June 1972 (3 in FY 1971). Thus we are starting the new fiscal year with a number of cases in the pipeline and a small but steady input, but numbers are not enough; the average quality of applicants is low. I think the general recruitment effort must be continued, to attract the interest and invite the applications of as many black professionals as possible, but within the general program there must be some precise targeting. We propose early action along the following lines.

a. As a starter, we would like to arrange a one-day conference in late September or early October, to bring in 6 to 10 of the leading black college Placement Directors for firsthand discussion of our manpower interests with appropriate Agency officials. There are informal indications that such a proposal would be well received by prospective invitees, and might open up some useful areas of understanding and cooperation. We have a tentative agenda in mind that can be discussed at any time.

b. We want  our full-time black recruiter, to develop contacts in selected graduate schools (e.g. Tab A) and, in coordination with Agency offices, go after a few substantively qualified individuals who can meet known requirements.

c. When a well-qualified prospect is identified we propose to invite him in as early as possible for preliminary interviews with officials in his area of competence. At that point, if interest is strong, we will discuss with the component the possibility of offering post-graduate education as a conditional recruitment incentive.

d. Following the conference mentioned in a above, we propose a similar orientation-discussion meeting with selected Directors of Cooperative Education from the leading black schools, and others with significant black enrollment.

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4. These are not new proposals; we have discussed them before; but the timing is more favorable now than heretofore for moving ahead with them. We have had additional experience; Agency components generally are more receptive to black candidates than they were a year ago; we have learned something more about sources; and we have a full-time black recruiter. I hope we can put more precision and sophistication into the effort this year.



Deputy Director of Personnel  
for Recruitment and Placement

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